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COMPT 76-0817

Approved For Release 2005/11/29 : CIA-RDP79M00467A001100170032-7

DDA 76-3317

Attachment b

2 July 1976

MEMORANDUM FOR: Mr. James H. Taylor

FROM : John F. Blake
Deputy Director for Administration

Jim:

1. I offer the following in reply to your memorandum of 28 June 1976 concerning potential topics for the Executive Advisory Group (EAG). In making my selections of both previously suggested possible issues, plus offering several new ones, I have followed a deliberate rationale. The EAG, if it is going to establish credibility with the Agency's population and not live in the shadow of the former CIA Management Committee, must bite some bullets early on. The bullets should include some issues of common concern to our population. They should be so selected that there is reason to believe some constructive good, optically visible to the population, will emerge. Secondly, there should be a balance to the selections so that both Agency-wide issues as well as issues affecting one or more Directorates are selected. Thirdly, and a point I have previously mentioned, the EAG should not undertake the simultaneous study of too many issues for fear of running the risk of turning the whole Agency into a "think tank."

2. Following the above rationale and going to the "possible issues" list previously given us, I would elect to focus initially on four (4) of those items. They are (not necessarily in order of priority):

- a. Improve Analysis and Production
- b. Secrecy/Compartmentation
- c. Personnel Management
- d. Research and Development, i.e.,
centralization and decentralization.

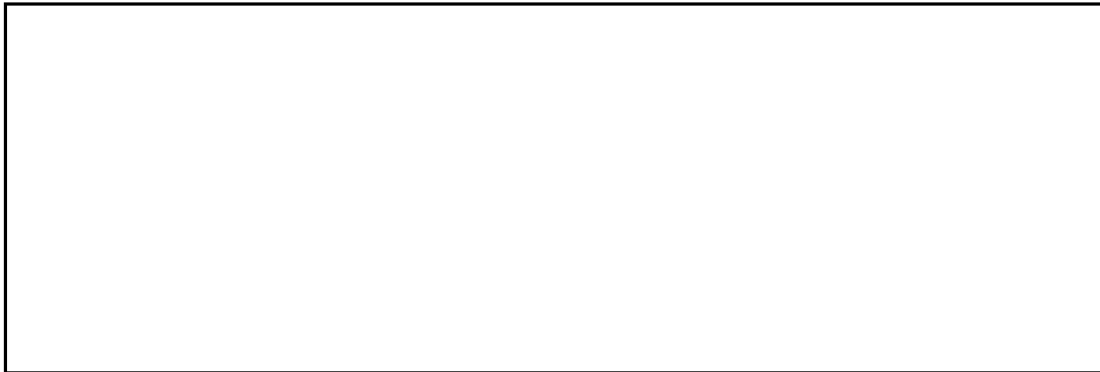
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There are plans already underway for the issue of "CIA SIGINT" so that issue is already underway. The issue of "resource balance" is quite obviously a most major matter that goes to the heart of the entire Agency. I have a visceral feeling it is a bit early in the new game to take on that task.

3. For new consideration, and again not in any order of priority, I would suggest consideration of the following matters. I have attached, where appropriate, back-up papers to elaborate on the issue:



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b. Need for New Agency Building Program at Headquarters (see Attachment B)

c. The Nature and Scope of a CIA History Program

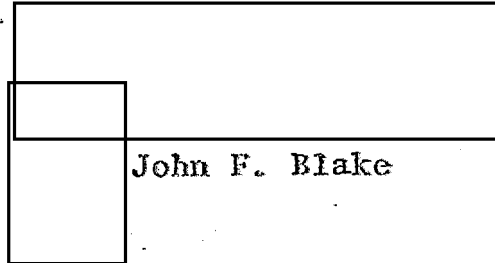
The current undertaking has dwindled to one full-time officer, primarily engaged in finishing the Bay of Pigs episode. Several other part-time endeavors are going on in the Directorate of Operations.



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unilateral contracting mechanism; and an essential feature of this study would involve a projection of the future participation of the Agency in major systems development and procurement for participation in national-level programs.



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John F. Blake

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COMPT 76-0875

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DDI-3993-76
6 July 1976

MEMORANDUM FOR: Comptroller
FROM: Deputy Director for Intelligence
SUBJECT: EAG Issues

We have identified six major long-term issues which will require EAG attention in the coming year. We recognize as well that there are a number of more immediate issues which require EAG attention in the near term but suggest the following as being fundamental:

1. A conceptualized statement of CIA's role within the Intelligence Community. Recent changes have challenged many of our prior understandings of the mission of the CIA as the Central Intelligence Agency. It is important to both the production and S&T elements of the Agency that a role-related foundation for their activities be established, both as a basis for justifying current activities and as a criterion for the appropriateness of proposed new activities.
2. The establishment of an effective mechanism for establishing an integrated set of long-term goals for the Agency. It is clear that we have in the past done a relatively poor job in anticipating our future requirements in the face of change. Many of our projects are fragmented attempts to cope with change by individual elements of the Agency. In an era when fiscal flexibility no longer exists and all of our activities have become so complex as to require the participation of many different Agency elements, it is important that integrated long-range planning take place. For example, we should now be establishing some long-term automation and information display goals that can accommodate the many projects underway in these areas and insure their compatibility with what we hope to achieve in the future.
3. Centralization of certain personnel functions. It would seem appropriate that some personnel decisions be made which will insure longer term Agency-wide integrity of policies in this field. The current situation -- at least in the DD/I and DD/S&T -- is one where

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the nature of our staff is largely determined at relatively low levels within the management hierarchy and is responsive to the immediate needs and predilections of branch and division chiefs. To a substantial degree this is appropriate, but there are considerations which argue to the contrary. For example, it may be essential to insure that cadres of certain types of people are maintained and refreshed despite the pressure of short term requirements. Improvements in analyst grade level opportunities may require a centralized discipline to insure slots of a particular nature are not used for different purposes. Improvement in the EEO situation may well require that disciplines of some sort be imposed in the filling of empty slots.

4. Organizational changes. There will inevitably be a number of organizational changes resulting from new directions we have taken. In the DDI, the problem essentially relates to finding ways in which collections of people with common professional concerns can be maintained in sufficient size to insure the existence of a "critical mass" that will foster growth and interchange within their disciplines while at the same time we institutionalize a system that will insure that multi-disciplinary attention is given to those major problems which so urgently need it.

5. Solution to the space problems. The space problem within the DDI has reached such proportions as to dominate many of the organizational and staffing decisions that are made. Somehow this extremely difficult and touchy problem must be addressed in an integrated sort of way.

6. The establishment of an Agency-level program review mechanism to protect against:

- (a) abuses;
- (b) inappropriate departures from perceived role of the CIA;
- (c) resource difficulties which will affect activities beyond the immediate elements involved.

Clearly each directorate has deep concerns about this problem and strong feelings about the way in which such a review should be conducted. Some consideration of approach to be taken should be given by the EAG.

Among the more immediate problems which we would expect to get EAG consideration soon are such things as:

- (a) the vexing problem involving the DDO, DDA, and DDS&T which relates to communications R&D, procurement and maintenance;

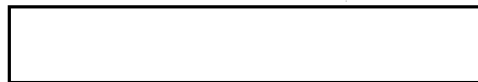
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(b) organizational changes from the review of CIA Sigint program;

(c) the question of the future of ORD.

In this latter instance, DDI has a strong interest in preserving the support it has been receiving in the development of new analytical methodologies, the crisis management study and the investigation of new presentational means.



Sayre Stevens

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